

Creating a Social Media Strategy for Fleuriste

Nicolas Poursadigh

15 August 2014



Author(s) Nicolas Poursadigh	
Degree programme International Business	
Report/thesis title Creating a social media strategy for Fleuriste	Number of pages and appendix pages 22 + 2
<p>The need for social media marketing in business has never been more necessary than it is today. The average consumer has become more and more used to communicating with his or her favourite brands through social media. The nature of social media allows for interactive communications, which in turn has brought customers and suppliers more closely together. This has made many marketers think how to use social media most effectively in their marketing efforts. Subsequently, in the past decade or so, a whole branch of marketing that is completely dedicated to social media has emerged.</p> <p>This product-orientated thesis looks at how to build a social media marketing strategy from scratch. It covers all the essential components from creating objectives to creating content for social media and much more. The purpose is to offer the key components of a social media marketing strategy so that anyone can use them to create its own strategy for social media.</p> <p>A small service company, Fleuriste, was chosen as the case company for showing the SMM strategy in practice. The product in this thesis is the strategy that's been devised for the case company. A customer survey that was conducted among Fleuriste's customers is also analysed and used for creating its strategy. The SMM strategy will help the case company in furthering its online presence as well as formulating an understanding of its relationship to social media.</p>	
Keywords Social media, SMM strategy, content marketing	

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1 Introduction

1.1 Background

The use of social media in today's business is widespread and is becoming more and more integrated into the marketing communication's plans of companies. Almost every single large corporation or multinational company in the world has some kind of social media marketing strategy. However a lot of smaller and medium sized companies haven't adopted social media strategies in their marketing communications. The reason for smaller business owners not utilizing social media as tool for marketing is that most of them spend very little on time or money on marketing to begin with. It doesn't cost to set up a social media profile, but it does take a lot of time and effort in order to create an audience that is interested in your content. The purpose of this thesis is to create the guidelines for developing a social media marketing strategy. The thesis will examine case company Fleuriste in respect to creating a social media marketing strategy. By following the guidelines laid down in this thesis, marketers and small business owners should have the confidence to actualize their social media strategies.

1.2 Research objectives and task

The goal and objective of this product-based thesis is to develop the foundation of a social media marketing strategy for the case company, Flueriste. The idea is that any organization can adapt this framework for building their own communications plan. For the purpose of actualizing the strategy for Flueriste, the thesis will analyze data off a customer survey that was conducted for Fleuriste's customers from June to -- 2014. The survey will give useful information as to what social media the customers use, how often do they use it and what kind of content are they seeking.

Research question: How to design a SMM strategy for the case company?

Investigative question: What is the case company's brand?

Investigative question: How to create goals and objectives in SMM strategy

Investigative question: How to figure who your target audience is?

Investigative question: Which social media channels to choose in a SMM strategy?

Investigative question: How to create a content plan for the SMM strategy?

Investigative question: How to engage with customers on social media?

1.3 Structure of the thesis

The objective of this thesis as mentioned before is to create a social media strategy for case company Fleuriste, and in order to complete this objective the thesis will be broken to three distinct stages. The first stage, which is entirely based on desk research, will show the process of creating a social media strategy. This process is divided into five steps, which include:

1. Goals and objectives
2. Define target audience
3. Choosing the right channels
4. Create Content Plan
5. Engagement

Each step will be carefully documented and will have its own theory to support it in the development of the social media marketing strategy.

The second stage is analyzing the data from the customer survey. For statistical analyzing, the computer software program SPSS will be used.

The third stage is the actual product that is produced for Fleuriste, which will be developed using the five steps of a social media marketing strategy as well as the data from the customer survey.

1.4 Anticipated benefits to stakeholders; the final outcome of the thesis

The final outcome of this product-based thesis will be a social media strategy for the case company. By using the strategy, Fleuriste can have more confidence and clarity in implementing the suggested steps in the plan. Other organizations can also use the steps in designing their own social media marketing strategies.

1.5 Key concepts

Social Networks

According to the authors of Social Media Marketing, social networks are social structures that connect people together to share ideas and interests amongst each other. In addition they state that social networks exist anywhere where social interaction takes place. (Jaokar et al., 2009, 78.) They can exist online as well as offline. In the case of online networks, people can create profiles that represent themselves as individuals or entire organizations. Different online networks offer different features that are sometimes used for performing specific tasks. (Jaokar et al. 2009, 78.). For example Instagram and Pinterest are good tools for sharing pictures and photos while LinkedIn is mainly for business purposes.

Barker et al. (2013, 179) also add that social networks besides just being tools for people to share ideas and interests, they are also a means to cultivate communal relationships. They continue to state that while some online communities are based on the sharing of ideas and thoughts, the basis of a social network is the users and not the interest. (Barker, Barker et al., 2013, 179.)

Social Media Marketing:

According to Barker et al. (2013, 3.), the definition of social media marketing (SMM) is:

“Social media marketing (SMM) uses social media portal to positively influence consumers toward a website, company brand, product, service or a person. Typically, the end goal of social media marketing is a conversion such as the purchase of a product, subscription to a newsletter, registration in an online community.” (Barker et al. 2013, 3).

This definition is quite good in defining SMM from a very practical perspective of “calling for action”. However it doesn’t address the customer relationship aspect of SMM, which is more adequately seen in a definition by Roberts and Zahay:

“Social media marketing is business use of selected social media channels to understand customers and to engage them in communication and collaboration in ways that lead to achievement of ultimate marketing and business goals.” (Roberts & Zahay 2013, 226).

Content Marketing:

Content marketing defined by Pulizzi (2014, 5):

“Content marketing is the marketing and business process for creating and distributing valuable and compelling content to attract, acquire, and engage a clearly defined and understood target audience-with the objective of driving profitable customer action. (Pulizzi 2014, 5)”

1.6 Case Company introduction

Fleuriste is small café located in the center of Helsinki. It's owned by Eija Limnell, who took her passion for Parisian culture and cafes after living many years in Paris and brought it to Helsinki. The café was opened up initially as a flower/coffee shop, in which the backroom of the café was used to store and sell many beautifully flowers and bouquets. However, the flower section of the café was retired after it was noticed that the coffee sales were far better and that the space could be used more profitably for more tables and a kitchen. They still sell some bouquets here and there but the majority of business comes from selling café/food goods. The café is also a makeshift restaurant for lunch and special dinner services. The space is also possible to rent out for large groups of people.

As a café, Fleuriste, has an ambience that is very reminiscent of Parisian cafes that have mastered the subtle beauty of light and delicate textures in their décor. It is a luxury café and therefore it only uses high quality coffee beans and has a different assortment of freshly baked delicacies daily.

The space in the café can house up to 20-30 people. At summer times a few tables and chairs are set up in the inner courtyard, which can increase the amount of people in the café up to 40. At a single time the café has up to 4 employees working.

Until now there has been no money spent on marketing or advertisement for the café and all of the exposure the café has received has come from word of mouth and the many positive reviews and articles in different culture and lifestyle magazines. Even a Japanese travel book has listed Fleuriste in their places to visit in Helsinki. Fleuriste has become somewhat of trendy place among many Helsinki locals and has received open admiration from some well-known people.

So far Fleuriste's social media presence is very small, confined to only Facebook. However, the Facebook followership has been growing steadily. Fleuriste has an online website which is for the most part static and functions more like a calling card for the company.

2 Theoretical Framework of Reference

For this first stage of the product-based thesis the steps of creating a social media strategy will be formed. This section will show you how to formulate your objectives and goals for your SMM strategy. It will describe how to define the target audience and identify your audience personas as well as show you how to select the right channels and tools. Then the section continues with showing how to create a content plan. The content plan could be considered another strategy within the SSM strategy. The last step is about the actual brass tacks of connecting and engaging on social media. The five steps that I've laid down for the theoretical framework section of this product-based thesis is a formulation of different sources.

2.1 Goals and Objectives

Every good marketing plan starts with identifying the goals and objectives. This step is crucial since it will define the ultimate purpose of the social media strategy. Goals and objectives can vary from wanting to drive more traffic to a website to creating brand awareness. Creating the goals and objectives for your SMM strategy is a process of its own, and often include factors like listening and SWOT analysis. Being able to clearly define your goals and objectives, as well as, choosing the appropriate ones for your organization can be the difference between failure and success in creating a SMM strategy.

2.1.1 SWOT Analysis

Finding your strengths, weaknesses, opportunities and threats will give you a clear picture of the internal and external forces that are affecting you. Knowing these forces will help to create relevant goals and objectives. Barker's et al. (2013, 26) "The social media planning

cycle” advocates the use of SWOT analysis for creating SSM strategy and its goals and objectives. The table below (table 1) is a basic example of a SWOT analysis. The idea is that your strengths and weaknesses are the internal forces and your opportunities and threats are the external forces.

Table 1 SWOT analysis card

Strengths (internal) -Low prices	Weaknesses (internal) -Undifferentiated service
Opportunities (external) -Market growth	Threats (external) - High competition

McDonald et al. (2006, 140) state that a comprehensive SWOT analysis provides the foundation for determining objectives and strategies.

2.1.2 Listening

Many of author’s of social media marketing books emphasise the value of listening as a tool for helping an organization figure out its goals and objectives in a social media marketing strategy. Smith et al. (2011, 30) clearly state that every social media marketing strategy must begin with listening. Furthermore Barker’s et al. (2013, 26) model “The social media marketing planning cycle’s” first step before setting goals and objectives is listening. Listening to public opinion about brands and understanding what conversations your customers are having is key in formulating a SMM strategy. Barker et al. (2013, 26) believe setting goals is about pinpointing location, behaviour, tastes, and needs of the target audience. Their model categorizes listening into five types.

- Listen to conversations about a brand or company
- Listen to what people say about the competitors,
- Listening to what people say about the industry and category
- Listen for the tone of the community

Listening to different social media channels (Barker et al. 2013 28)."

The idea is to listen as much as possible to as many different sources that are available. Any business that wants to be present in social media needs to understand how people talk about them as a brand and business. It is important to also look at every angle from the positive to negative feedback that a company might get. In the same way an organization looks at conversations about itself, it has to look at what people are saying about their competitors and the industry as a whole. Seeing what the competitors are doing and how people talk about them can give a lot of insight as to what kinds of things an organization needs to do or avoid. Another aspect of listening, that is very important, is to pick up the tone of the community. This is all about finding out how people use language and how they communicate to each other, as well as unravelling what kinds of conversations they are having. (Barker et al. 2013, 28).

2.1.3 Listening posts

Pulizzi (2014, 99) talks about listening posts, which claims are important for finding the truth. In order to find out how your customers feel and what their daily concerns and pains are you need some tools or listening posts that allow you to tune into the conversations. He pinpoints some of these as follows:

- One-on-one conversations
- search for keywords
- web analytics
- social media listening
- customer surveys (Pulizzi, 2014, 99)

2.1.4 The conversation prism

In 2007 Brian Solis developed "The Conversation Prism" that illustrates a social landscape in relation to its organization. (Solis 2010, 209.) Solis shows how the social landscape is a source of useful information for an organization. The conversation prism basically acts as map for an organization when tuning into the social landscape.



Figure 2 a simple adaptation of Brian Solis's "The Conversation Prism" (Solis 2010, 210)

Solis describes the "The Conversation Prism" as:

...an organized view of social networks and communities categorized by subject, intent, and capabilities. (Solis 2010, 211.)

2.1.5 Meyer's S.M.A.R.T system

Folger (2013) urges small business owners that are in the midst of making their objectives for social media to use Meyer's SMART system. In this system successful goals and objectives are divided into five points: specific, measurable, attainable, relevant and time-bound.

Specific

Goals must be clear and specific in their action. The outline for making a specific goal is done by asking yourself:

Who: Who needs to be involved?

What: What is it that will be accomplished?

When: Include specific timeframes and deadlines

Why: Specific reasons, purpose or benefits of accomplishing the goal

How: What strategies and/ or tactics will be used? (Developing Smart Goals, 1)

Measurable

Goals have to be measurable in order to see if progress has take place in given period of time. A measurable goal has to be able to answer the following questions:

How much? How many? What impact? How will I know when it is accomplished? (Developing Smart Goals, 2)

Attainable

A goal must be attainable meaning that the goal is reachable and not outside ones limitations. According to Meyer an attainable goal will answer the question:

Is this a goal that is both a reasonable stretch as well as realistically attainable? (Developing Smart Goals, 2)

Relevant

A releveant goal is a goal that matters for the organization. Goals that drive towards positive outcomes and increase performance are relevant. In order to know if the goals that you have set are relevant you will need to answer the following questions:

Is this goal worthwhile? Why? Is this the right time? Does this goal support overall performance outcomes. (Developing Smart Goals, 2).

Time-bound

A time-bound goal is extremely important as it sets a target date and deadlines for the completion of a specific goal. Without setting a timeframe for each goal and objective then theres hardly any sense of doing them at all. A time-bound goal will create a sense of urgency for completion. Every time-bound goal should be able to answer these questions:

When is the goal due? When are the interim milestones toward the goal due? What can be accomplished within the next six months, six weeks, today, etc? (Developing Smart Goals, 3)

2.2 Define the target audience

After finding the smart goals and objectives for your SMM strategy, you can start thinking about the target audience. Defining the target audience for a social media marketing strategy is as equally crucial as defining the goals. It's important to understand who the buyers are and their relationship to social media. A very large part of your SSM strategy and your content plan depends on what kind of target audience(s) you have. In other words, knowing who your target audience exactly is will ultimately shape the way you communicate with them.

Often the challenge for marketers is figuring out the target audience and its many different personas. Looking through market research or conducting a survey can give insight into who the target audience is and how they engage in different social media platforms. This is one major reason why a customer survey was conducted for the case company, Fleuriste, because of its importance in the process of creating a SMM strategy.

2.2.1 Audience Personas

In order to help in defining your target audience it is best to categorize your audience into groups. These groups are called audience personas. Understanding the different audience personas for your organization is valuable information when making a SMM strategy. For each audience persona, a marketer has to consider everything from different communication tools to different ways of talking to the customer. In Ian Lurie's book, *Marketing: Internet Strategies*, it breaks down an audience persona as follows:

"Demographics of the Persona: Average age, level of Internet expertise, and spending habits." (Barker et al. 2013, 45.)

"Constraints: A persona's technological limitations (type of Internet connection), a language barrier, or even vision impairment." (Barker et al. 2013, 45.)

"Needs and Wants: what are the challenges facing this persona? What solutions do you offer that will turn this persona into real-life" (Barker et al. 2013, 45.)

An audience persona can be understood from the perspective of the characteristics that make up a customer. McDonald et al. (2006, 95) divide these characteristics into:

“Demographics and socioeconomics

Psychographics

Geography”

(McDonald et al. 2006, 95)

These are almost the same as Lurie’s characteristics, but it also includes geography. Understanding your customer in relation to where they live and work is also an important factor among understanding their personal characteristics and lifestyle.

2.2.2 Three Step Persona Development Cycle

Depending on the organization, the amount of audience personas might vary. Every audience persona should be identified in order to properly market to each one through social media. Identifying every audience persona is not necessarily easy and might require costly market research. However Barker’s et al. (2013, 47) “The Three Step Persona Development Cycle” offers a much less costly solution to identifying your audience persona.

The three steps are listed below:

1. “Identify Persona Roles, listing all personas by role
2. List need and Situational triggers from persona’s perspective, defining concerns, symptoms, and problems
3. Create Messaging Objectives suited to each persona’s needs that you have the expertise to address (and note those that you don’t)” (Barker et al. 2013, 47)

The first step, identifying persona roles, happens through finding out the companies and consumer groups that are relevant to your industry and business. (Barker et al. 2013 47.) Then you have to figure how people interact with each other within those groups. According to Barker et al. (2013, 47) focusing on the buyer roles and buyer personas is crucial since they represent the people that make the important decisions in organizations and households. (Barker et al. 2013, 47.) Furthermore its advisable to consider the many external stakeholder’s that can be indirectly influenced by the buyer’s decision.

The second step is about identifying a persona's needs, problems and concerns and matching the situational triggers to them. Understanding the buyer on a human level and being able to step into their shoes will make it easier in triggering the right kinds of emotional responses when communicating with them (Barker et al. 2013, 47.)

The third step is creating messaging objectives for each audience persona. The idea is to know what messages will be appropriate for which audience personas and by doing so being able to address the problems and needs of each group (Barker et al. 2013, 47.)

2.2.3 Joe Pulizzi's Tips for Creating Audience Personas

Pulizzi (2014, 94) offers some insight into a simple way of creating an audience persona. He asks the reader to put on their journalist hat on and ask the following questions:

1. "Who is he or she? How does this person live the average day?"
2. What's the person's need? This is not "Why does (s)he need our product or service?" but "What are his or her informational needs and pain points as it relates to the stories will tell?"
3. Why does this person care about us? Remember, the persona most likely doesn't care about your products or services, so it's the information provided to him or her that will make that person care or garner attention" (Pulizzi, 2014, 94.)

In addition to tips about creating audience personas, Pulizzi (2014, 95) shows four common mistakes in audience persona creation and how to fix them, which he took from Adele Revella's The Buyer Persona Manifesto. These mistakes are listed below:

"Making up stuff about buyers

Getting side-tracked by irrelevant trivia

Developing too many buyer personas

Conducting scripted question-and-answer interviews with buyers" (Pulizzi 2014, 96)

The first mistake is commonly made because people rely on the wrong kinds of information for developing their audience persona. Pulizzi (2014, 96) says that often time's marketers will collect facts from sales representatives and online surveys, which often are misleading. The best source of information and insight comes from having direct conversations with you buyer. (Pulizzi, 2014, 96.)

The second mistake involves marketers becoming too caught up with irrelevant information about buyers that don't relate to creating and delivering effective content for them. Especially in most B2B marketing it's unnecessary to understand the different nuances of the buyer. (Pulizzi 2014, 96.) For a solution he urges marketers to use the "Five Rings of Insight", which is as follows (Pulizzi 2014, 97.):

For the first one, "Priority Initiatives", try to determine to which problems the buyer persona dedicates time, budget, and political capital? (Pulizzi 2014, 97.)

The second one, "Success Factors", is about trying to figure out your buyer persona's intangible and tangible metrics or rewards that they associate with success. (Pulizzi 2014 97.)

The third one, "Perceived Barriers", is about finding out what factors make your buyer question your competence in helping them solve their problems and helping them succeed in life (Pulizzi 2014, 97.).

The fourth one, "Buying Process " is unravelling the process with which the particular persona figures out problems and achieves success (Pulizzi 2014, 97.)

The fifth one, "Decision Criteria", is about knowing how a persona chooses one service or product over another. What are the steps that the buyer makes before he or she finally makes a decision to buy (Pulizzi 2014, 97.)

Basically "The Five Rings of Insight" helps the marketer avoid irrelevant trivia and focus directly at the factors that affect the buyer's decision making.

The third mistake that marketers make with audience persona creation is developing too many buyer personas. The solution is to simply harness the "Five Rings Of Insight" and understand that the many previously perceived buyer personas were actually part the same one (Pulizzi 2014, 98.)

The fourth mistake is conducting scripted question-and answer interviews with buyers, which is much similar to the first mistake. A lot of scripted question-and answer interviews will give unreliable information and often is void of spontaneous insights from buyers. The solution is to have regular conversations with buyers, from which in depth information should be acquired. (Pulizzi 2014, 98)

2.3 Choosing the right channels

Choosing the right channels for your SMM strategy all about understanding the nature of different social media tools in the context of your goals and objectives as well as your target audience. It is part of a process that requires researching the different tools in how they are used, who uses them and in what context. Here are some methods for understanding social media tools plus some information regarding several sites, including; Facebook, Instagram, Twitter and Pinterest.

2.3.1 Network, Share, Promote

When choosing our channels for our social media marketing strategies we must evaluate the different available channels and find out what they are most effective for. Turner and Shah talk about three categories of social media. The three categories are listed below:

- Channels for networking
- Channels for promoting
- Channels for sharing

Of course with most social media sites today you can perform all three of the categories, although most of the time if not always they are more effective for one purpose over the other. So for example lets take two very different channels LinkedIn and YouTube. Both channels offer the user ability to connect with other users and thus network. However LinkedIn is still more effective than YouTube for networking since the primary nature of the site is about building contacts. On the other hand YouTube is more effective for promoting, as it gives the user ability to upload videos that they can share with the world. All in all understanding the nature of different social media which are most effective for networking, promoting or sharing, gives the marketer a sense how to treat the media with respect to its SMM strategy.

2.3.2 Social Media Frequency Matrix

When choosing the right channels to suit your marketing strategy, it's important to understand the differences between the natures of those tools. One of these factors is the frequency at which different channels are to be updated and whether they are for more professional or for casual purposes.

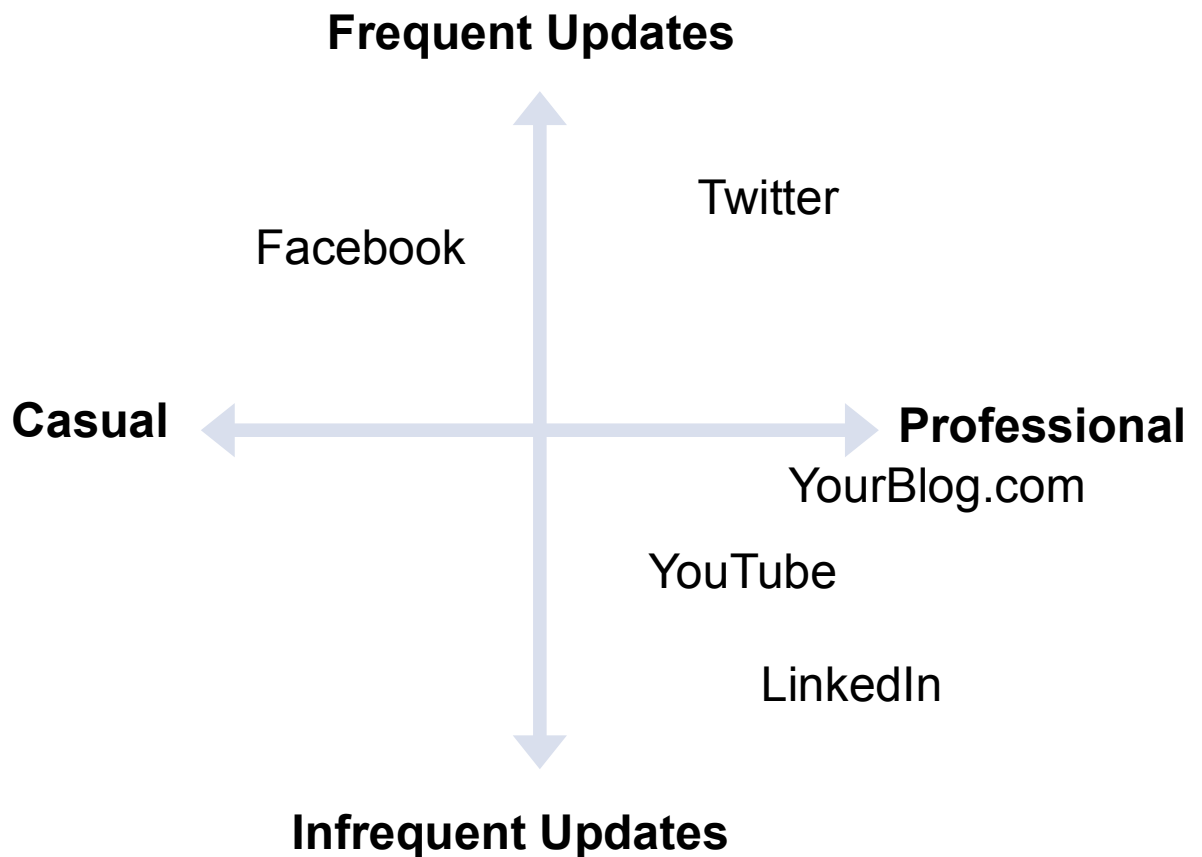


Figure 2 A social media frequency matrix (Turner, Shah, 2010 100)

2.3.3 Social Media Statistics

Social media statistics can be a great source of information for your SMM strategy. They can tell you in which social media platforms your customers hang out or give your trend lines as to where they might be in the future. Folger says Pew Research Center's website is an interesting source of data regarding the use of different social media sites. A 2012 survey by Pew Research Center titled "The Demographics of Social Media Users" showed that 67% of Internet users use Facebook while 16% were on twitter, 15% on Pinterest

and 13% Instagram. The age and gender that these channels appeal to the most were also indicated as follows: Facebook women 18-29, Twitter 18-29, Pinterest women under 50, Instagram 18-29.

2.3.4 Facebook

Facebook has most of Internet users making it the largest social media channel. Facebook is used by business mainly to communicate with clients and create new relationships. Facebook has a lot of features that make it one of the more dynamic social media channels out there. These features include the news feed, friend, timeline, like/comment/share, networks and groups and etc. The like, share and comment feature has been effective for businesses to use as a way of forming buzz around different products and services. In addition, targeted ads are possible to use, although they are very expensive.

2.3.5 Twitter

Twitter is based on tweeting, which is sending short messages that have a max limit of 140 characters. The idea is to tweet interesting and attention grabbing messages to your followers who can then retweet your messages and other people can comment on them. However, it's very difficult to come up with remarkable things to say everyday and thus it's more advisable to focus on retweeting other people's tweets and also commenting on them. It's a fast direct way of messaging and many marketing savvy businesses have used Twitter for presenting special offers and coupons to only their followers and by doing so have been able to attract more people to follow them. The nature of Twitter is great for short calls of action type of messages that are good for a transaction-based style of marketing.

2.3.6 Instagram

Instagram is one of the more popular image sharing social media channels out there with 200 million monthly active users. Instagram differentiates itself from other image sharing sites in a way that allows users to edit photos to make them look cooler and more appealing. Instagram is a way great to visually appeal to your target audience. In addition, Instagram allows to easily share photos and images via other social media channels like Facebook and Twitter.

2.3.7 Pinterest

Pinterest like Instagram is a image sharing social media channel but differs from the later in way that it allows the users to pin different images to his or her pinboard which can display a wide array of image categories. The display is very visually appealing and is very useful in showcasing different product categories. The site has been appealing to lovers of fashion and all colourful things as well as people that love sharing their photos of different edible goods.

2.4 Create Content Plan

No SMM strategy should exist without some kind of content plan. Social media is just a tool and by itself it has little to no value for an organization. The value comes from the interactions between a user and an organization and in order to have interactions you need content. Social media marketing, in any way you look at it, is all about content marketing. Whether you are selling insurance online or trying to get more subscribers for your YouTube account, content creation needs to be a cornerstone in your activities. Handley and C.C. Chapman give specific reasons for having content as cornerstone of your marketing strategy. They believe that good content can (Hadley, C.C. Chapman, 2011, 8):

“attract customers”

“educate your buyers about a purchase they are considering”

“overcome resistance or address objections, establish your credibility, trust, and authority in your industry”

“tell your story”

“Build buzz via social networks”

“Build a base of fans and inspire customers to love you”

“inspire impulse buyers”

Now that you’ve seen the reasons for why content is an integral part of the SMM process its time to look at how we can develop a content plan. The following theory will help you achieve in creating one:

2.4.1 Content Marketing Maturity Model

Before you start creating content plan for the SMM strategy its smart to look at the content marketing maturity model. It offers the user to identify where it's positioned in content marketing and where it needs to be (Pulizzi, 2014, 70). Robert Rose initially introduced the model. Here is an illustration of the model:

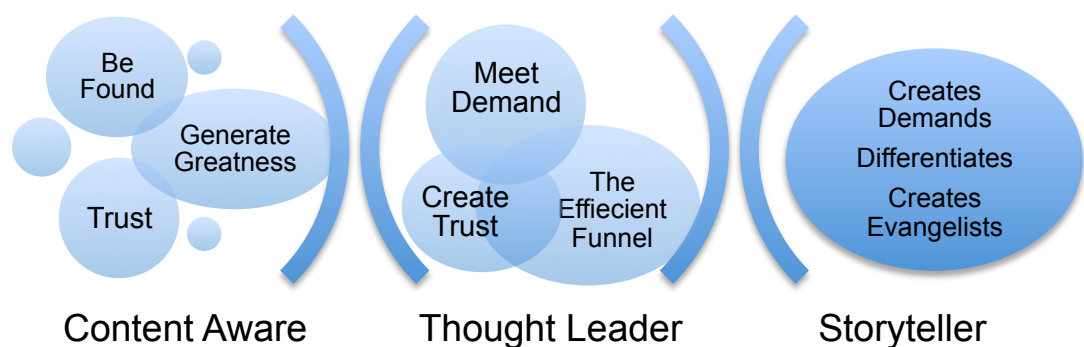


Figure 3 Content Marketing Maturity Model (Pulizzi, 2014, 71)

Figure 3 is categorized into three types of content positioning, including: "Content Aware", "Through Leader", and "Storyteller" (Pulizzi, 2014, 70). It's important to understand which of the three positions are you currently in and where do you want to be in the future (Pulizzi, 2014, 71). "Content Aware" is simply a stage of content marketing where the company or organization tries to "Be Found", create "Trust" and "Generate Greatness" (Pulizzi, 2014, 71, 72). The next stage is "Though Leader", in which the content provides value that doesn't necessarily have to relate to the product or service. It meets demand while developing trust among the audience. In addition it becomes content that has influence that goes beyond the core buyers and becomes content that can make a difference on the experts on so called "influencers" in the industry (Pulizzi, 2014, 73). The last stage, "Storyteller", is when a company or organization creates strong emotional relationships with its audience through aligning its brand with the content strategy (Pulizzi, 2014, 73). In

this stage the content is a very powerful influencer and can even create demand for products and services that people are unaware of yet (Pulizzi, 2014, 73)..

2.4.2 The B.E.S.T. Formula

For small businesses, content marketing, can seem like a colossal task that requires lots of resources. Pulizzi and Barrett offer The B.E.S.T. Formula that helps small businesses with little resources to actualize a content marketing plan (Pulizzi, Barret, 27). The idea behind the B.E.S.T. formula is “First Understand, then Be Understood”. In other words it tries to determine the content marketing strategy by identifying your initiative, whether its sales increase, cost savings or something else with respect to understanding the needs of your target audience (Pulizzi, Barret, 2009, 27). The B.E.S.T. is an acronym for:

“-Behavioral. Everything that you communicate with your customers has a purpose. What do you want them to do?” (Pulizzi, Barret, 2009, 27)

“-Essential. Deliver information that your best prospects really need if they are to succeed at work or in life” (Pulizzi, Barret, 2009, 27)

“-Strategic. Your content marketing efforts must be an integral part of your overall business strategy.” (Pulizzi, Barret, 2009 27)

“-Targeted. You must target your content precisely so that it is truly relevant to your buyers” (Pulizzi, Barret, 2009, 27)

Pulizzi and Barret also offer an illustration of the B.E.S.T. formula. The figure on the next page shows the four pillars of the formula in action.



Figure 4 The B.E.S.T. figure (Pulizzi, Barret, 29)

By using the B.E.S.T. formula a marketer tries to understand the “behavioral” states of the customers. In addition they need to understand the desired action they want the customers to take as well as how they can encourage the customer to take that action (Pulizzi, Barret, 28). Furthermore it’s necessary to identify how to measure their behavior. For the “essential” part the marketer tries to figure out what the buyer really needs to know and how they can offer the most benefit to them. In addition they need to look at how content can be presented with maximum positive impact. The marketer also has to check that the content marketing plan is aligned with other “strategic” goals. Another important aspect is understanding who the “targeted” prospects are for the content plan as far as their motivations and relationship to the products and services on offer (Pulizzi, Barret, 2009, 29). In conclusion the best formula is helps ma

2.4.3 Content Categories

Jean Folger talks about different content categories and types in her step-by-step guide in Investopedia for small businesses planning their content. She explains that content’s type is determined by the format it’s delivered to the audience. In more detail the content categories and types help marketers to know what the content contains, its purpose and its

delivery mechanisms .For example here is a content category and type that Café Fleuriste could use in their content plan:

Content Categories: promotional content (café/food/bouquets/events), educative content, fun content

Content Types: recipes, articles, videos, photos & images

Content categories can be informative, educative, entertaining, amusing and anything that the publisher wants to discuss with his or her followers. Furthermore, each category tends to revolve around a specific theme or subject matter. People read certain magazines and watch particular programs because they expect to receive the content that they are looking for. Since most people behave in this way, free styling with your content categories and types on social media isn't effective, whereas choosing specific content categories and types is. Choosing the right content categories is about understanding your customer and their informational needs, plus taking into consideration what actions you want them to take (Pulizzi, Barret, 2009, 28). This is where the B.E.S.T. formula helps you to identify your content categories and types.

Content Value Ladder

In addition to categorizing content its important to understand differences in their value. Tuten and Solomon categories content into a value ladder. The ladder makes a distinction between different types of content, and more specifically divides them by original content that's influential, which is the most valuable, and content that is recycled and repurposed with the least value. Below is an illustration of the ladder.

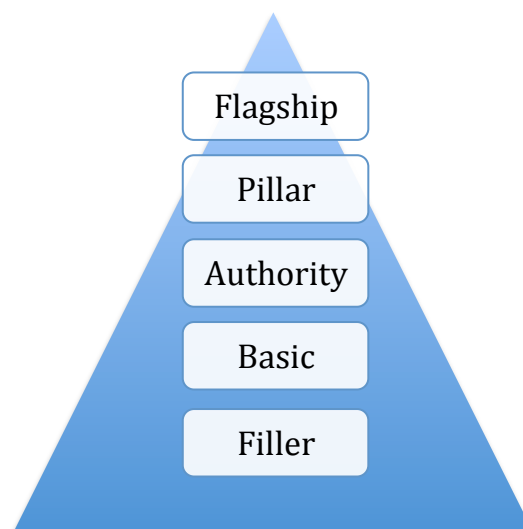


Figure 5 Content value ladder (Tuten, Solomon, 2013, 127)

Filler content is any kind of content that was repurposed and recycled from another source. Often this comes in a form of link to another page. Filler content is the least valuable in relation to the other forms of content, however it's an important part of a content plan. By now you know that small businesses have little time for SMM let alone creating original content that is captivating, that's why it's important to use filler content to fill in the gaps for the editorial calendar.

Original content is a step above filler content in the value ladder. Original content is material that you yourself or someone in behalf of your organization has produced for the target audience. This content is not necessarily "weighty" and doesn't have to have a huge impact on the audience, but it is nonetheless original (Tuten, Solomon, 2013, 128) .

Tuten and Solomon say that authority building content is created when a piece of original content has positioned a organization as a authority on the subject (Tuten, Soloman, 2013, 128)

Pillar content are the foundation blocks of original content. This kind of content is very valuable for users that tend to share and repurpose it for themselves and others. (Tuten, Soloman, 2013, 128)

Flagship content is powerful authority building content. It's the type of content that changes the way people think and has strong influence. (Tuten, Soloman, 2013, 128)

2.4.4 Editorial Calendar

A content plan requires a schedule for posting content at the right time. The schedule for your content is as equally important as the different content categories, as it makes sure that the content is being steadily pushed through the different channels at the appropriate moments without creating confusion for your audience. There is no point in following any publication if there isn't any consistency to the flow of content. It's useful to use an editorial calendar that dates the exact time and day for each post and its content category. For example for every week you repeat the same editorial pattern, in which e.g. on Monday you post something informative and educational about your company or your products, Wednesday you talk about personal interests or hobbies, Friday you share a recipe for a delicious dish and on Sunday you show the upcoming weeks menu. In addition to scheduling posts, an editorial calendar helps to allocate time for developing content (Tuten, Sol-

omon, 126). In other words, this will allow the marketer to forecast the time needed for certain task involving the content development process (Tuten, Solomon, 126). An editorial calendar can be easily formed in excel. Below is an example of an editorial calendar.

Editorial Calendar				
	Crucial dates	Blog Post	Content type	Content type
Week of August 16				
Monday 16, 2014				
Tuesday 17, 2014				
Wednesday 18, 2014				
Thursday 19, 2014				
Friday 20, 2014				
Week of August 23				
Monday 23, 2014				
Tuesday 24, 2014				
Wednesday 25, 2014				
Thursday 26, 2014				
Friday 27, 2014				

Table 2 an editorial calendar from Tuten and Solomon (Tuten, Solomon, 127).

2.4.5 Content Manager

A content manager is going to oversee the process of executing the content plan and seeing that it succeeds. Without a manager, no one will hold responsibility for the content that's being published and in turn the quality of content that does get published is going to suffer. A content manager is going to check that the content that is published is aligned with the strategic goals and objectives of the SMM strategy. According to Pulizzi and Barrett, a content manager, is responsible for checking the quality in every content marketing tactic. Here is the list of those tactics:

- “-content/editorial
- design/art/photography
- Web development/integration

- content-specific marketing
- project budgeting
- contract negotiation with freelancers
- Print/Web production and maintenance
- List/audience development and maintenance
- Research and measurement
- Responsibility for accomplishing the goals of the project” (Pulizzi, Barret, 2009, 57)

In a small business the content manager will often times be the same person creating the content and in most cases this is the owner of the business. However, its possible to incentives your employees to create content on your behalf or use your employees as a source for content creation.

2.4.6 Measuring success

It is useless to create a content plan if there is no way of measuring its success. That’s why according to Pulizzi and Barret its important “Setting Up the Plan for Measurement” (Pulizzi, Barrett, 2009, 57). They say that ROI, which is “Return On Investments”, isn’t necessarily an adequate indicator for measuring the effectiveness of a content plan and instead they recommend using “Return On Objectives” indicator. A ROO can be done in many ways and use various methods to measure different factors. They list some of these as follows:

- “-Tracking sales lift
- Tracking conversions
- Online readership
- Measuring engagement
- Pre/post awareness study” (Pulizzi, Barret, 2009, 59)

Chaffey et al. (2012, 567) shows a framework developed by Analyst Altimeter, which focuses on measuring social media marketing. The framework shows three levels of key performance indicators for social media marketing. The first one is, “Business-level KPIs”, which measures social media and its contribution to actual sales. These can also include softer measures like reputation customer satisfaction. The second level is “Reach and influence KPIs”, which measure the level of reach, share-of-voice and sentiment. The last one is Engagement KPIs, which are the easiest to collect but the least valuable in relation to business sales (Chaffey et al. 2012, 567).

2.5 Engagement

Once you have discovered your goals and objectives, specified your target audience and developed a content plan with the chosen channels, it will finally become possible for you to use and engage in social media. In the beginning it's best to connect with as many like-minded people and different groups that share your interests and from their start engaging in discussions as well sharing content. The ultimate goal is to gain the public's trust and become an influencer although this is rarely something that can be bought and has to be earned with time and effort in engagement with the audience. It's preferable to be involved in the discussions as a keen listener and follower rather than a leader. If you only wish to promote your company and talk about how great you are then you might as well forget about social media. It's all about being interactive.

2.5.1 Solis's Rules Of Engagement

Before stepping into the world of social media it's advisable to look at Brian Solis's Rules of Engagement. Here are the key points he outlines (Solis, 2010, 201):

- Find the communities of influence and their wants and challenges
- Only participate where your presence is essential
- Be active and consistent in value creation
- Adjust to different behavioral cultures within social media
- Don't communicate through messages but have conversations
- Evaluate each engagement and learn from them" (Solis, 2010, 201)

Solis says these are not rules of conduct but rather guidelines for marketers..

2.5.2 Protocol's for Content Engagement

Human

It's very important to have a human voice when creating content. Handley & Chapman say "Speak Human", while Pulizzi says "Be Human". Having your personal voice and showing

that you don't hold back on your opinions or sense of humor will be beneficial for your audience.

In addition to having a human voice, it's also important to have an original point of view that clearly makes the brand distinctive and different (Hadley, Chapman, 2011, 15). Having opinions on matters or taking sides on different issues shows expertise (Pulizzi, 2014, 78). Of course some matters don't relate to the industry and having strong opinions over sensitive issues might create controversy and hurt business. On the other many would argue that any publicity is good publicity. For example, when Chick Fil-A announced in 2012 that they don't approve of same sex marriage, it caused a huge up roar among many people, especially on social media, where they asked people to boycott Chick Fil-A. However all the bad publicity Chick-Fil-A got from the media actually had a positive effect on their sales (Joe Satran, Huffington Post, 2013).

Helpful

Helping customers find answers to different questions is what good content should do. The content should improve a customer's life by making them smarter and more resourceful (Hadley, Chapman, 2011, 15). Simply put, content needs to be useful to the customer (Pulizzi, 2014, 77).

Clear purpose

Content without an objective is not good content (Hadley, Chapman, 2011, 15). Most often good content should have a call to action, and even when some don't it still should have a clear purpose (Pulizzi, 2014, 76).

Think outside the box

It's important to think outside the box on some occasions with your content and not become too one-dimensional. Hadley, Chapman and Pulizzi call this "doing something unexpected" (Pulizzi, 2014, 76) (Hadley, Chapman, 2011, 16). Doing something unexpected from time to time can boost the chances of some content going viral (Hadley, Chapman, 2011, 16). However there are no guarantees for something going viral, but "doing something unexpected" can at the least emphasize the company brand and personality (Hadley, Chapman, 2011, 16).

Focus on strengths

The content that is ultimately going out has to be the best in its industry, and of course most likely it won't in the beginning but at least it should be the goal (Pulizzi, 2014, 79). Therefore it's better to focus on your strengths. Instead of trying to do everything from blogging to podcasts, it's better to do one thing but do it very well (Hadley, Chapman, 2011, 16).

Don't use sales speak

Good content doesn't try to use sales speak or tell stories about products and services (Pulizzi, 2014, 78). Instead good content shows and demonstrates products and services helping people and making lives more enjoyable (Hadley, Chapman, 2011, 16). In other words, good content is content that if not entirely sincere, at least it appears to be, and tries to invoke a sense of trust between the content provider and its subscriber.

2.5.3 Content for Social Networks

Instagram

In this section will look at the use of Instagram in creating a social media strategy. Instagram is one of the more notable social media platforms for sharing images along with Pinterest and Flickr. Facebook has recently purchased it. Pulizzi's, Epic Content Marketing, lays out different ideas for companies that have image sharing as part of their social media marketing strategy.

First idea is: "post images that accompany your content with a link to the piece" (Pulizzi, 2014, 243). In other words by posting images that have been coupled with other content, you can drive traffic to a website or some other site that you want your audience to see (Pulizzi, 2014, 243). This is part of the integration process of social media, which can be a very powerful tool in a SMM strategy.

The second idea is: "share unique behind-the-scenes and personal content". This is an idea that has gained tons of popularity in the recent years. This approach is useful in creating personal touch with your audience and also it reinforces the exclusivity factor, which makes the customer feel special (Pulizzi, 2014, 243).

The third idea is: “tie promotions to images”. Another idea that has become very popular, which is the use of tying promotions to images, is a very useful way in creating quick “calls to action”.

The fourth idea is “turn followers into sources of content”. Basically this is about asking your followers to create content on your behalf and usually tie it into some kind of competition, in which the follower that best represented the brand receives an award (Pulizzi, 2014, 243).

In an event called “Ignite Your Marketing Success” which was conducted by Twitter and Hootsuite, they show an example of a company called Herschel, a travel bag company that did exactly this with Instagram. The small company didn’t have a professional photographer on staff, and they noticed that many good photographers on Instagram were taking photos with Herschel bags, so they asked people on Instagram to take promotional photos of their products in return for a free bag. The campaign was a success.

The fifth idea is: “Offer high-quality peripheral content”. The idea behind this is to take into consideration other off topic (not directly related to your product) content and images into your Instagram strategy that might be of interest to your followers. This also applies to other social media when thinking about content.

Facebook

Pulizzi offers some interesting tips for Facebook users looking to create a stronger presence through content management on Facebook. He pinpoints some important factors including: “You need more than just an interesting topic”, “It’s good to be brief, but it’s better to be good”, “Use smarter targeting”, and “Look Out for Graph Search” (Pulizzi, 2014, 232).

On the first point (You need more than just interesting topic) Pulizzi stresses the importance of execution. What this means is that it’s not enough that you have an interesting subject to discuss on Facebook, it’s also very important how you present it to your audience. Putting emphasis on well edited photos and nicely written stories will be more compelling and attractive to the audience (Pulizzi, 2014, 232).

The second point (It’s good to be brief, but it’s better to be good) is very crucial considering the vast amount of information out there and little time people have to absorb every-

thing. Basically he argues that it's best to be short with your Facebook messages unless the story is very compelling and needs a few extra words (Pulizzi, 2014, 232).

The third point (Use smarter targeting) is where Pulizzi suggests the user to use Page Post Targeting, which simply helps the user to find their target audience within Facebook, and by using it having the ability to deliver a much clearer and direct message to the audience (Pulizzi, 2014, 232). Power editor is another tool that Facebook offers that has more or less the same function. It helps the user to send advertisements across Facebook to the wanted audience.

The fourth point (Look out for Graph Search) is where Pulizzi suggest the user to use Graph Search, a program that allows the user to find answers about their different networks on Facebook (Pulizzi, 2014, 232).

Twitter

In regards to Twitter, Pulizzi, offers his reader some insight into managing content accordingly on social media. Although these are very basic they are very useful to know when joining Twitter.

The first suggestion he makes is: "Tell a story through your tweets". On this point he stresses that a compelling story must also be consistent with your brand. In other words make sure you tell compelling stories but never forget how they are aligned to the brand (Pulizzi, 2014, 233).

The second point is: "Make use of Hashtags". Now everyone who knows something about twitter knows the importance of hashtags. The basic idea behind the use hashtags is to make your tweets easy for people to find. So for example if a person was to tweet about the worldcup 2018, they would add the appropriate hashtags (#WORLD-CUP2018/#FOOTBALL/soforth) and that way when other users would search for #WORLDCUP2018 they would be able to see the comment.

The third point he makes is: "Use it as a testing ground". This piece of advice is basically urging the user to test and experiment with tweets. Keeping a tab on the tweets can shed light on which types of tweets were more popular than others (Pulizzi, 2014, 233).

The fourth point he makes is: “Cover Industry Events”. Tweeting about industry events can make your brand the “eyes and ears” for your audience (Pulizzi, 2014, 233).

Pinterest

Pinterest is a photo sharing platform like Instagram, Flickr and Tumblr, although it differs a lot in its outlook. It's geared for people from the ages 18-34, and mainly women (Pulizzi, 2014, 239). Pinterest is seen as a strong site, which connects other platforms together through media. Pinterest, with its design and layout, allows the user to show their own personality through images and videos even more than the other image sharing platforms. This can strengthen relationships with customers and can be used to show off achievements and success stories without it looking so obvious (Pulizzi, 240).

2.6 Conclusion of theory

A total of five steps were introduced that encompass the most essential parts of a complete a SMM strategy. The framework only functions if the marketer follows these steps in the appropriate order. However an exception can be made on the order of “content plan” and “choosing the right channels”. In this case some marketers might choose first to design their content plan and then decide which channels to use. Although in most cases it can be more useful to first select the channels and then customize and devise a content plan for each site. This especially useful if the company is small and has to be social in specific networks that their customer's primarily use. That's why the channel the company decides to market on is independent of the content plan and the latter really makes no difference on that choice.

The SMM strategy begins with discovering the goals and objectives for using social media. This is done by drawing a SWOT analysis as well as listening to key stakeholders. Brian Solis's conversation prism can help map out many of the crucial listening posts that are vital to learning about the surrounding market and its players. The Meyer's S.M.A.R.T system needs consideration in order to formulate specific, measurable, attainable, relevant and time bound goals and objectives.

Defining the target audience for an SMM strategy is as much as about conducting customer surveys and interviews as it is about trying to figure out the different audience personas. Audience personas can be developed by using the “Three Step Development Cy-

cle” proposed by Barker’s et al. as well as using Joe Pulizzi’s “Tips for creating Audience Personas”. It is also smart to avoid common mistakes when creating audience personas, as they can be very detrimental for an SMM strategy. By using the “Five Fingers of Insight” marketers can avoid making critical mistakes in creating audience persona’.

Choosing the right social media channels for the SMM strategy has to be done in the context of the organization’s goals and objectives as well as the target audience it’s audience persona’s. It is important to understand different social media channels in the context of their use and who uses them. Turner and Shah’s model the “Social Media Frequency Matrix offers the user insight into categorizing different social media channels into their respective nature. Furthermore Turner and Shah say different social media channels are better suited for networking, sharing or promoting.

Creating a content plan for a SMM strategy is somewhat like a plan within a plan. The marketer has to become the publisher and stay involved in the process of offering valuable and interesting content for its audience or otherwise seize to be heard. It is helpful to use Pulizzi’s “Content Maturity Model” in understanding where you want to position yourself in content marketing. Furthermore Pulizzi and Barret’s B.E.S.T formula tries help marketers discover what they actually want to achieve with content marketing and by doing so correspondingly helping them formulate the content plan. Content categories are important to a content plan as they give structure to overall content of the SMM strategy. In addition to structuring content Tuten’s and Solomon’s “Content Value Ladder” helps to categorize different content in its value to the SMM strategy. In order for the marketer to truly become the publisher he/she has to use an editorial calendar to be consistent in reaching out the audience. Measuring success is also fundamental to the content plan and can be done by tracking activity and other indicators.

Engaging with customers on social media is as important as any other step presented in the SMM strategy. It is strategically important to understand how to engage online with customers in order to make your social media marketing as effective as possible. Therefore it is helpful to look over Solis’s “Rules of Engagement” as well as Pulizzi’s “Protocols for Content Engagement” in order to understand what should and shouldn’t be done on social media.

Basically this five step process is not much different from a normal marketing strategy expect that it considers the medium as a social network rather than a traditional channel like radio or TV and newsprint. Furthermore this process takes a look at engagement

which is unique to social media and its interactivity whereas traditional media doesn't need to consider how to engage since its one directional.

The process that has been outlined for creating a SMM strategy is only a process which can and should be altered if necessary. This process is still largely based on the case companies needs and it has been formulated to creating its strategy. With that said it should be noted that the five-step process is a general outline for the SMM strategy and shouldn't be consider anything sacred. More or less, the five-step guideline can be used by most organizations and companies with the consideration that something could be changed or re ordered.

3 Research Methods and Data Collection

In order to proceed into creating SMM strategy for Flueriste, it is necessary to analyze the data from the customer survey to grasp an idea of the target audience. As mentioned earlier, the survey is fundamental as a research method for understanding the target audience. The survey is made up of 12 quantitative questions with an additional qualitative question, in which the customer is asked to give their thoughts about the café. The survey asks basic demographic information such as age, gender and location. A total of 30 responded to the survey. This section will analyze the most interesting and relevant data received from the survey since they will have the most impact on the SMM strategy. The entire survey with all the questions and results is attached in the appendices.

3.1 Age & Gender

As you can see from the figure 6 (on the next page), the most amount of Flueriste's respondents are from the 25-34 age group. In addition an overwhelming 87% of the respondents are female. This comes with little surprise as the owner had already told me during an interview that most of her customers are in there mid twenties to thirties and female

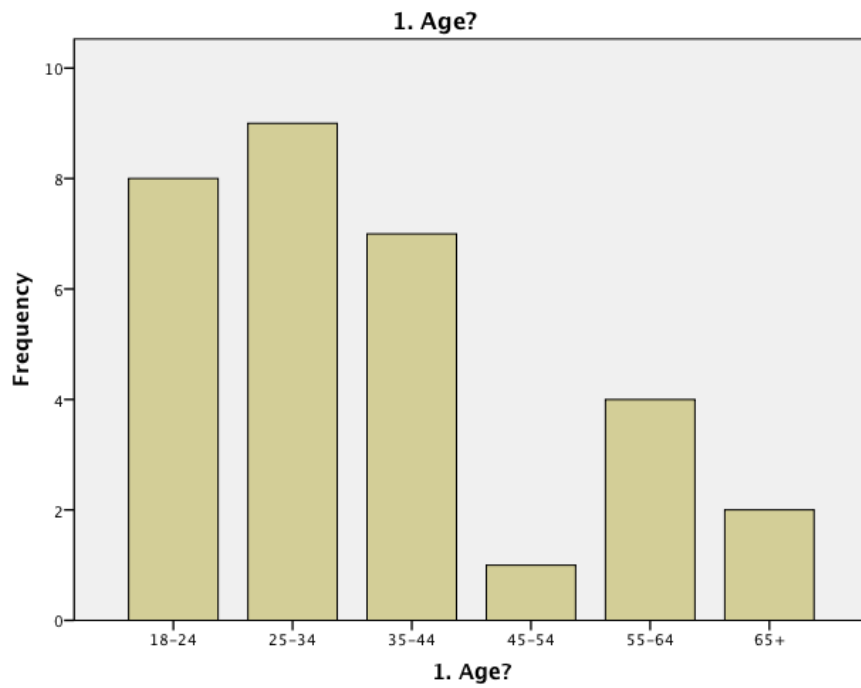


Figure 6 SPSS statistics bar chart for frequency of Age

3.2 Location

Figure 7 shows the frequency of the respondents that live in different areas. The majority of respondents live in the Helsinki center. This suggests that Flueriste is a café for the local people.

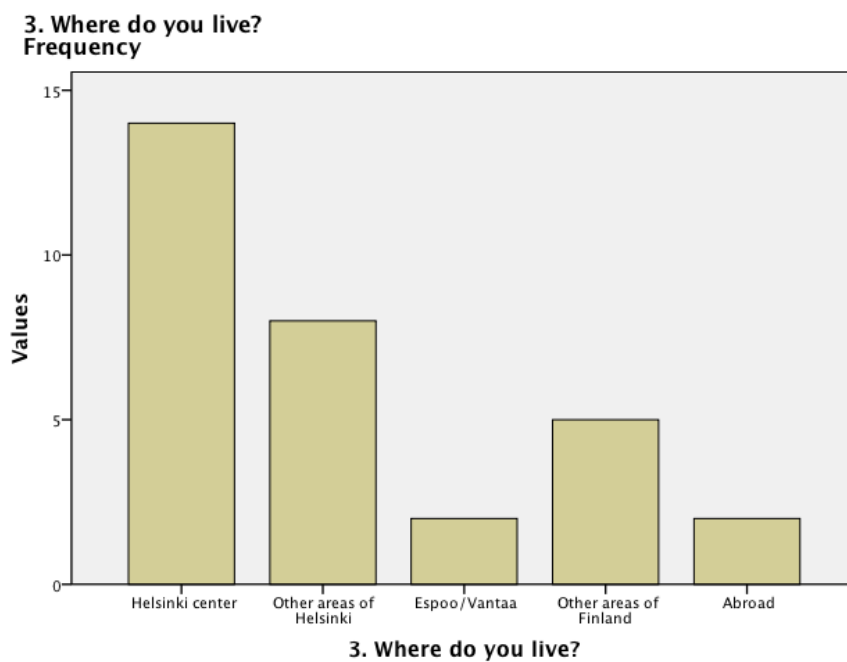


Figure 7 SPSS statistics bar chart for frequency of location

3.3 Products and Services

For this part will look at the how respondents answered regarding the use of all services and products that Flueriste offers. The results showed that 80% of respondents had had some kind coffee or pastries products, while 29% had been to breakfast serving, and 58% had been to lunch. No one had rented the own room and only 3% had done some kind of bouquet order.

3.4 Social Media Usage

How often do you use the social media channels listed below?

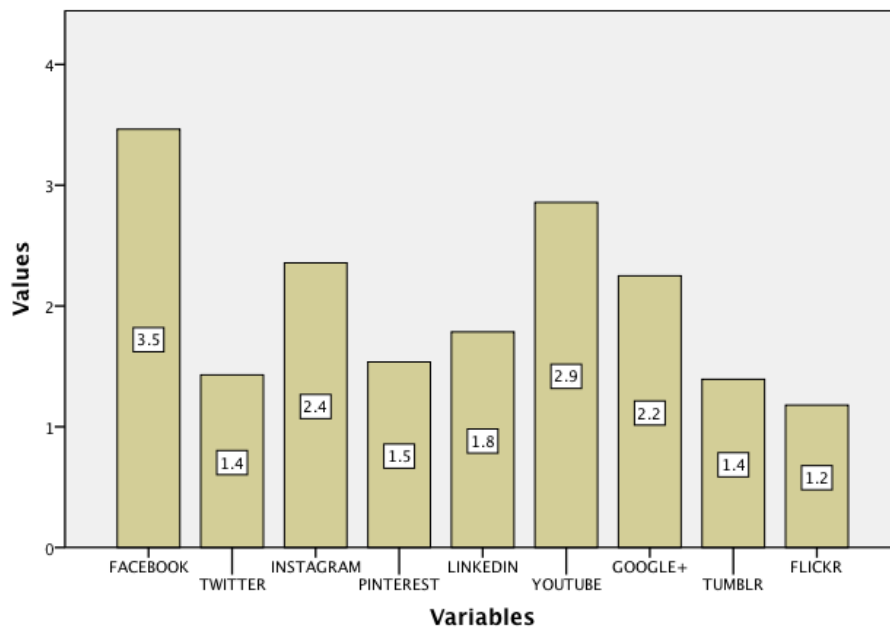


Figure 8 SPSS statistics bar chart for mean average of social media usage

When asked about the how often the respondents used these particular social media channels, the majority said that they use mostly Facebook and YouTube with Instagram and Google + trailing somewhat behind. Twitter and Pinterest were surprisingly not as popular as expected with the users.

3.5 Culture

One of the last questions on the survey asked the respondents to tell how significant different cultural dimensions are in their lives. This question is particularly important for knowing what kinds of topics and content Fleuriste's customers would be interested in.

Majority of respondents agreed that Food and Travelling were the most significant while Ballet and Opera the least. Below is figure 9 showing the average means of all the dimensions.

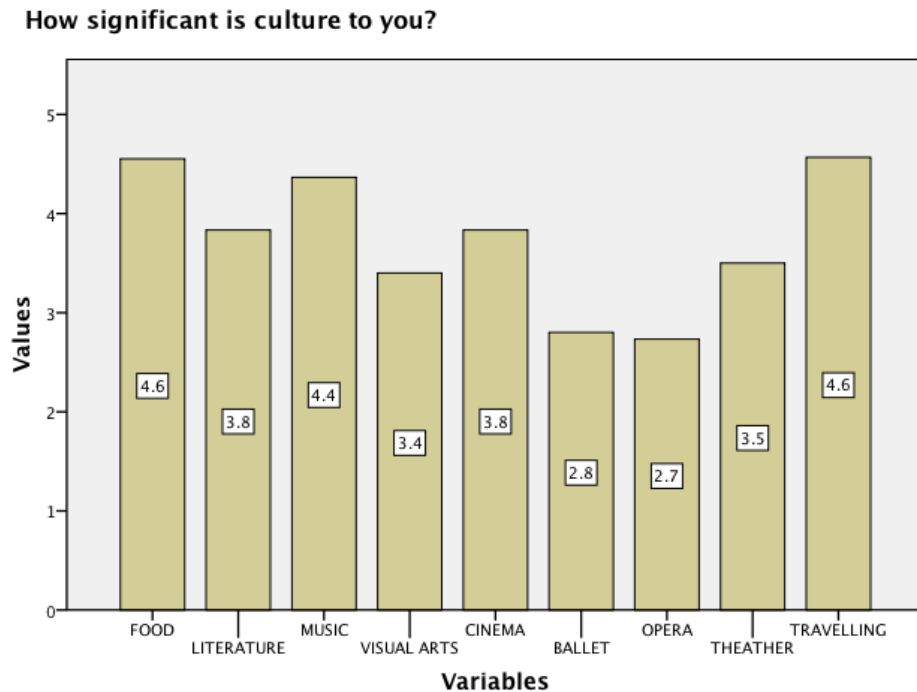


Figure 9 SPSS statistics bar chart for mean average of cultural dimensions

3.6 Conclusion

Based on the survey information, which is taking 30 customer view points into account, we can be pretty safe to say that the target customer is a young a female in her mid twenties to thirties living in Helsinki center with cultural interests in food and travelling. She is more likely to focus her attention on Fleuriste's café and pastry goods and lunch services. She is a frequent user of Facebook, YouTube and Instagram.

4 Summary and discussion

The basic idea behind this thesis is to offer mainly S&Ms a simple and straightforward system for creating a SMM strategy. It offers a marketer a step-by-step approach for making social media marketing organized and fitted to their goals and objectives. It tries to outline to most interesting and more fundamental aspects of the marketing on social media from discovering different channels to knowing how to engage with people on those platforms. Social media is a constantly changing and keeping up is part of the success in any social media strategy.

During the process of making this thesis I've been working with the case company on furthering its understanding and implementation of social media tools. My work and thesis have been intertwined simultaneously from the beginning, which has made it easier to see the implementation of the SMM strategy in practice.

The main difficulties and challenges in the creation of this thesis were discovering the right steps that make up the guidelines for the strategy. Social media is such a hot topic now days that you will find an overload of information and some information can be more harmful than useful in creating a social media strategy. Therefore the main challenge to the thesis was filtering the so-called "bad" sources from the "good".

The customer survey was an integral part in researching the target audience for the case company, and it became clearer to me as more information I unraveled from different marketing books that how important it is to conduct a survey in order to create appropriate audience personas. It is very risky to base your marketing decisions on a hunch or a gut feeling and you need actual evidence to prove that your audience is what you say it is. In my opinion the survey that was conducted for Fleuriste was a success even though it didn't reach the desired response rate. Those 30 people that did respond gave insightful information regarding the usage of social media.

Even though social media is constantly evolving there are some things that are timeless. Even 20 years from now marketers will still have to think about their goals and objectives, defining the target audience, choosing the mediums and so forth. Some things don't change that rapidly and that's why this thesis even though it is based around the use of technology still implements some basic marketing steps that can be applied over time. Of course, if someone 20 years from now happens to pick up this thesis to help them better understand social media for marketing, I would advise them to find more relevant information. The main stakeholder for this thesis is the case company Fleuriste and any business that happens to use these guidelines in the near future.

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6 Attachment: SMM strategy for Fleuriste

Fleuriste is small café with a big heart. In a nutshell this is our message. The goal for social media is not so much creating sales but creating followers and loyal customers. Social media can help share this message of passion and love for all things delightful. Designing the right kind of platform for this message will be the objective. But before we set our goal and objectives and according to Meyer's S.M.A.R.T system, let's look at how a SWOT analysis of Fleuriste might help us.

SWOT ANALYSIS

Strengths <ul style="list-style-type: none">-has unique personality that differentiates itself from other cafes-high quality of goods/service/decoration-great location-has its own bakery in the back	Weaknesses <ul style="list-style-type: none">-niche café that appeals to certain people-high prices-small space
Opportunities <ul style="list-style-type: none">-growing the brand-growing social media presence-attracting new customers-creating loyal customers	Threats <ul style="list-style-type: none">-competition-staying relevant

S.M.A.R.T GOALS

Now based on Meyer's Smart Goals we need to specify our goals and objectives in order for them to be actualized in real life. As mentioned earlier the overall goal is to create an audience through sharing similar passions and values. However this is very general and doesn't offer any insight as to how it will be achieved. Let's see how this overall goal can translate into Meyer's system.

Specific

Who: The owner (Eija) + her employees

What: X amount of new followers for Facebook & Instagram

When: one year plan

Why: more social media presence

How: Content strategy

Measurable

For measuring whether the goals have been accomplished and successful we'll have to look at the amount of the new followers and subscribers plus other activities such as shares, comments and likes through the process.

Attainable

Creating a reasonable amount of new followers to any existing or new social media profile is very attainable. It only depends on the amount. In this case anywhere from 50 to 100 new followers would be reasonable. Of course the amount of new followers for Instagram will be considerably easier to get in the beginning versus Facebook since the latter has already been set up a four years ago. Many of the existing followers on Facebook and easily be converted to Instagram.

Relevant

Small business are struggling to keep up with rapid technological changes. Therefore creating plans to improve and enhance online presence is extremely relevant.

Time-bound

A realistic time frame for creating a more followers and driving more activity in the designated social media channels would be one year. It's long enough in order to be able to make any noticeable difference and short enough to actually make real efforts to achieve the goal.

Audience Persona

Based on our survey and our own relation to the customers, we can draw a realistic audience persona that can be the focus of the SMM strategy. We can safely assume that the audience persona is a female in the age bracket 24-35. She's almost certainly someone that uses the Internet daily and has decent computer skills. Facebook is her main social network site where she chats with friends and shares her life stories. There's a strong

chance that she is on Instagram or will be in the future. She is also most likely a frequent user of Youtube. She enjoys food and travelling and is more or less a cultured person. She is someone that is probably in the midst of getting an education or a young professional starting a new career. She is probably a health conscious person that tries to balance her diet with healthy foods but also enjoys the occasional delightful treat.

Channels

As mentioned earlier Facebook and Instagram and optionally YouTube are the wisest choices for the SMM plan. It is important to focus on only few channels since the time and resources are limited. It would be also good to consider Twitter and Pinterest in future plans considering their emerging popularity among young people.

Content Plan

The content plan starts with identifying where we want to be positioned on the Content Maturity Model. As a café that already has gained some recognition among the trend setters in Helsinki, it definitely should aim for being positioned as "Thought Leader". It should be able to add value that transcends the main operations of the business. However realistically it will take longer than one year to achieve this kind of position. Therefore in this one year plan, the focus will be on becoming "Content Aware". This means getting more followers and creating trust among them.

The second step is looking at the **B.E.S.T formula**.

What is the desired behavior that is wanted from the customer?

The main goal is to grow the audience on Facebook and Instagram so therefore driving more activity to those sites is the desired behavior.

What is the essential information that the customer needs to know?

The essential information is letting your customers know that you are actively on Facebook and Instagram and that those channels offer much fun and practical information that they can find useful.

How does the content combine with the overall business strategy of Fleuriste?

By creating content that supports the experiential nature of the café. Keeping in mind the Parisian experience is crucial when creating any content.

What content is significant to the buyers?

Content that helps customers know about sales and important notifications. Content that educates customers about its business practices and values. Content that shares ideas about recipes and cooking related topics as well as subjects on travelling. Content that reinforces the Parisian experience. Content that has strong visual stimuli such as beautiful cakes and bouquets.

Content categories and type and Editorial Calendar

As we've mentioned before we want to focus on certain content that holds value to the customer. The content is divided into two categories: promotional content and non-promotional content. Basically the idea is that one category for discussing about Fleuriste and another category for discussing someone else or some thing. Here is the list of categories and types:

Promotional Content

- Showcasing Fleuriste's food/bouquet/goods (fun content)
- Notification and promotion of events (educative content)
- Sales offers (educative content)

Non Promotional Content

- Showcasing someone else's food/bouquet/goods (food/fun)
- Recipes (educative/food/fun)
- Discussing other café's and restaurants (educative/travelling/fun)

Measuring success

Measuring success for the SMM strategy can be done through tracking activity. What this means is checking how actively are people in engaging in your discussions, liking you posts, sharing them, and so forth. Looking at how many followers you currently have and how many have you received over time. This should be done bi-weekly to see if any progress has been made.

Editorial Calendar					
	Content category	Content type 1	Content type 2	Content type 3	Content format
Week Cycle					
Monday					
Tuesday	promotional content	Showcasing Fleuriste's goods	promotion of event	sales offer	short text/image/video
Wednesday					
Thursday					
Friday	non promotional content	Sharing recipes	Discussing other cafes	showcasing goods not yours	short text/image/video
Saturday					
Sunday					<

Above is the Editorial Calendar for the content plan, which shows the editorial week split into two weekly entries. On Tuesday we should post some kind of promotional content related to Fleuriste's offering and Fridays it should post something non-promotional. This is very simple but effective as to create a sense of rhythm for the audience to follow. What we decide to post on each day is up to us but it should maintain this idea in order for there to be a balance between promotional and non promotional content. Other days can be used to sporadically send notifications or messages that don't necessarily follow the editorial calendar. This calendar will be mainly the focus of Facebook entries but whenever any kind of image/picture or illustration is involved they should also posted on Instagram.

7 Appendix

Survey results

1. Age?

	Frequency	Percent
18-24	8	25.8
25-34	9	29.0
35-44	7	22.6
Valid 45-54	1	3.2
55-64	4	12.9
65+	2	6.5
Total	31	100.0

2. Gender?

	Frequency	Percent
Female	27	87.1
Valid Male	4	12.9
Total	31	100.0

3. Where do you live?

	Frequency	Percent
Helsinki center	14	45.2
Other areas of Helsinki	8	25.8
Espoo/Vantaa	2	6.5
Valid Other areas of Finland	5	16.1
Abroad	2	6.5
Total	31	100.0

4. How did you find Fleuriste

		Frequency	Percent
Valid	Internet search engine	2	6.5
	Word of mouth	17	54.8
	Other	1	3.2
	Accidentally	9	29.0
	Total	29	93.5
Missing	System	2	6.5
Total		31	100.0

5. Is this your first time in fleuriste

		Frequency	Percent
Valid	Yes	11	35.5
	No	20	64.5
	Total	31	100.0

6. If your last answer was NO, then how many times have you been to Fleuriste?

		Frequency	Percent
Valid	2-5	6	19.4
	6+	13	41.9
	Total	19	61.3
Missing	System	12	38.7
Total		31	100.0

7. Which products and services have you used? COFFEE & OPASTRIES

		Frequency	Percent
Valid	Yes	25	80.6
	No	6	19.4
	Total	31	100.0

**7. Which products and services have
you used? BOUQUETS**

	Frequency	Percent
Valid Yes	1	3.2
No	30	96.8
Total	31	100.0

**7. Which products and services have
you used? BREAKFAST**

	Frequency	Percent
Valid Yes	9	29.0
No	22	71.0
Total	31	100.0

**7. Which products and services have
you used? BRUNCH**

	Frequency	Percent
Valid Yes	7	22.6
No	24	77.4
Total	31	100.0

**7. Which products and services have
you used? LUNCH**

	Frequency	Percent
Valid Yes	18	58.1
No	13	41.9
Total	31	100.0

**7. Which products and services have
you used? OWNROOM**

	Frequency	Percent
Valid No	31	100.0

8. Do you use social media?

	Frequency	Percent
Yes	27	87.1
Valid No	4	12.9
Total	31	100.0

9. How often do you use the social media channels listed below? FACEBOOK

	Frequency	Percent
never	4	12.9
an average amount	9	29.0
Valid often	9	29.0
very often	6	19.4
Total	28	90.3
Missing System	3	9.7
Total	31	100.0

9. How often do you use the social media channels listed below? TWITTER

	Frequency	Percent
never	21	67.7
Valid rarely	2	6.5
an average amount	5	16.1
Total	28	90.3
Missing System	3	9.7
Total	31	100.0

**9. How often do you use the social media channels
listed below? INSTAGRAM**

		Frequency	Percent
Valid	never	12	38.7
	rarely	6	19.4
	an average amount	3	9.7
	often	2	6.5
	very often	5	16.1
	Total	28	90.3
Missing	System	3	9.7
Total		31	100.0

**9. How often do you use the social media channels
listed below? PINTEREST**

		Frequency	Percent
Valid	never	19	61.3
	rarely	6	19.4
	an average amount	1	3.2
	often	1	3.2
	very often	1	3.2
	Total	28	90.3
Missing	System	3	9.7
Total		31	100.0

**9. How often do you use the social media channels
listed below? LINKEDIN**

		Frequency	Percent
Valid	never	16	51.6
	rarely	5	16.1
	an average amount	5	16.1
	often	1	3.2
	very often	1	3.2
	Total	28	90.3
Missing	System	3	9.7
Total		31	100.0

**9. How often do you use the social media channels
listed below? YOUTUBE**

		Frequency	Percent
Valid	rarely	10	32.3
	an average amount	13	41.9
	often	4	12.9
	very often	1	3.2
	Total	28	90.3
Missing	System	3	9.7
Total		31	100.0

**9. How often do you use the social media channels
listed below? GOOGLE+**

		Frequency	Percent
Valid	never	11	35.5
	rarely	7	22.6
	an average amount	3	9.7
	often	6	19.4
	very often	1	3.2
	Total	28	90.3
Missing	System	3	9.7
Total		31	100.0

9. How often do you use the social media channels listed below? TUMBLR

		Frequency	Percent
Valid	never	23	74.2
	rarely	2	6.5
	an average amount	1	3.2
	often	1	3.2
	very often	1	3.2
	Total	28	90.3
Missing	System	3	9.7
Total		31	100.0

9. How often do you use the social media channels listed below? FLICKR

		Frequency	Percent
Valid	never	24	77.4
	rarely	3	9.7
	an average amount	1	3.2
	Total	28	90.3
Missing	System	3	9.7
Total		31	100.0

10. How significant is culture to you? FOOD

		Frequency	Percent
Valid	some what	1	3.2
	a lot	11	35.5
	very significant	17	54.8
	Total	29	93.5
Missing	System	2	6.5
Total		31	100.0

10. How significant is culture to you? LITERATURE

		Frequency	Percent
Valid	very little	1	3.2
	some what	12	38.7
	a lot	8	25.8
	very significant	9	29.0
	Total	30	96.8
Missing	System	1	3.2
Total		31	100.0

10. How significant is culture to you? MUSIC

		Frequency	Percent
Valid	some what	4	12.9
	a lot	11	35.5
	very significant	15	48.4
	Total	30	96.8
Missing	System	1	3.2
Total		31	100.0

10. How significant is culture to you? VISUAL ARTS

		Frequency	Percent
Valid	not at all	1	3.2
	very little	5	16.1
	some what	8	25.8
	a lot	13	41.9
	very significant	3	9.7
	Total	30	96.8
Missing	System	1	3.2
Total		31	100.0

10. How significant is culture to you? CINEMA

		Frequency	Percent
Valid	very little	2	6.5
	some what	9	29.0
	a lot	11	35.5
	very significant	8	25.8
	Total	30	96.8
Missing	System	1	3.2
Total		31	100.0

10. How significant is culture to you? BALLET

		Frequency	Percent
Valid	not at all	8	25.8
	very little	6	19.4
	some what	5	16.1
	a lot	6	19.4
	very significant	5	16.1
	Total	30	96.8
Missing	System	1	3.2
Total		31	100.0

10. How significant is culture to you? OPERA

		Frequency	Percent
Valid	not at all	8	25.8
	very little	5	16.1
	some what	8	25.8
	a lot	5	16.1
	very significant	4	12.9
	Total	30	96.8
Missing	System	1	3.2
Total		31	100.0

10. How significant is culture to you? THEATHER

		Frequency	Percent
Valid	not at all	2	6.5
	very little	4	12.9
	some what	9	29.0
	a lot	7	22.6
	very significant	8	25.8
Total		30	96.8
Missing	System	1	3.2
Total		31	100.0

**10. How significant is culture to you? TRAVEL-
LING**

		Frequency	Percent
Valid	some what	3	9.7
	a lot	7	22.6
	very significant	20	64.5
	Total	30	96.8
Missing	System	1	3.2
Total		31	100.0

**11. How much does French culture interest
you?**

		Frequency	Percent
Valid	very little	2	6.5
	somewhat	9	29.0
	a lot	11	35.5
	very significant	9	29.0
	Total	31	100.0

**12. Are you interested in participating in
events or workshops that are held in
Fleuriste? BAKING WORKSHOP**

		Frequency	Percent
Valid	Yes	11	35.5
	Maybe	12	38.7
	No	4	12.9
	Total	27	87.1
Missing	System	4	12.9
Total		31	100.0

**12. Are you interested in participating in
events or workshops that are held in
Fleuriste? COOKING WORKSHOP**

		Frequency	Percent
Valid	Yes	12	38.7
	Maybe	13	41.9
	No	4	12.9
	Total	29	93.5
Missing	System	2	6.5
Total		31	100.0

**12. Are you interested in participating in
events or workshops that are held in
Fleuriste? BOUQUET WORKSHOP**

		Frequency	Percent
Valid	Yes	8	25.8
	Maybe	9	29.0
	No	10	32.3
	Total	27	87.1
Missing	System	4	12.9
Total		31	100.0

12. Are you interested in participating in events or workshops that are held in Fleuriste? MUSIC EVENT

		Frequency	Percent
Valid	Yes	13	41.9
	Maybe	11	35.5
	No	5	16.1
	Total	29	93.5
Missing	System	2	6.5
Total		31	100.0

12. Are you interested in participating in events or workshops that are held in Fleuriste? POETRY NIGHT

		Frequency	Percent
Valid	Yes	8	25.8
	Maybe	8	25.8
	No	13	41.9
	Total	29	93.5
Missing	System	2	6.5
Total		31	100.0

12. Are you interested in participating in events or workshops that are held in Fleuriste? DINNER AT FLEURISTE

		Frequency	Percent
Valid	Yes	11	35.5
	Maybe	16	51.6
	No	4	12.9
	Total	31	100.0

**12. Are you interested in participating in
events or workshops that are held in
Fleuriste? EXHIBITION**

		Frequency	Percent
Valid	Yes	13	41.9
	Maybe	12	38.7
	No	5	16.1
	Total	30	96.8
Missing	System	1	3.2
Total		31	100.0